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Chaplain

UNIT MINISTRY MANUAL

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This manual contains the basic principles and procedures for Chaplain Service Unit Ministry in Air Force Materiel Command. It is to be used with AFI 52-101, *Chaplain Service Responsibilities and Procedures*. This manual applies to all Chaplain Service personnel assigned to AFMC.

SUMMARY OF REVISION

This manual supersedes guidance that was contained in AFMCMAN 51-1, dated 1 Apr 98, and updates prescribed information.

1. General Information.

1.1. Introduction. This instruction:

1.1.1. Provides guidance to develop the skills and procedures necessary for Chaplain Service personnel to conduct effective unit ministry.

1.1.2. Contains information vital to Chaplain Service operations. Chaplain Service personnel should master this manual and other applicable publications to ensure a solid foundation for effective unit ministry. The instructions and procedures contained in this and other publications will help you develop the skills and attitudes necessary to conduct effective and efficient unit ministry.

1.1.3. Builds on skills and experience gained during initial professional training and other education and training programs.

1.1.4. Applies to all attached Reserve personnel.

1.2. Global Ministry. GLOBAL MINISTRY: A Vision for the 21st Century, presents the guiding doctrine for developing Air Force Chaplain Service ministry. This doctrine functions in conjunction with the Air Force doctrine of Global Engagement.

1.2.1. The primary focus of Global Ministry doctrine is to provide agile combat support to Air Force personnel. Under this doctrine, Chaplain Service ministry:

- Must adapt to a highly mobile and flexible military community.
- Is not tied to traditional programs and/or facilities.
- Must be innovative, mobile, flexible, and responsive to rapidly changing situations and needs of military personnel.

2. Internal Ministry.

2.1. Taking Care of Self. The Chaplain Service team cannot expect to help others toward emotional and spiritual health unless team members themselves are emotionally and spiritually healthy. Individual members must take care of their own emotional and spiritual needs and encourage and assist other team members to do the same.

2.1.1. Each member must regularly take time for devotion and worship apart from those times when responsible for planning, setup, and/or leadership. Plan to be, and allow yourself to be, ministered to by others.

2.1.2. Each member is encouraged to take advantage of continuing education opportunities. Coordinate these activities with the Wing Chaplain.

2.2. Taking Care of the Team. Total team care is just as vital for mission accomplishment as “self care.”

2.2.1. Periodic extended planning is crucial to the work of the team. Regular offsite team planning sessions will assist the Chaplain Service team in setting, clarifying, and reaching realistic goals for ministry. These sessions will be conducted at least annually during regular duty hours with all members present unless TDY.

2.2.2. The most effective team is one whose members know one another, enjoy being together, and have learned to maximize the gifts of each member. Regular offsite team building events are strongly encouraged

3. Unit Ministry. General. Military chaplain ministry is a commitment to care for members of the armed forces. Unit ministry emphasizes integration of Chaplain Service teams and ministry into the Air Force workplace.

3.1. Unit Chaplain/Team designations are an efficient means of focusing the ministry efforts of Chaplain Service teams. Designating unit chaplains/teams also helps unit commanders, supervisors, and personnel to identify with members of the Chaplain Service team most likely to be acquainted with their unique needs and mission conditions. Identity of unit chaplain/team will be publicized throughout the unit.

3.1.1. Enlisted members of the team provide important insights, information, and contacts not readily available to chaplain members. Each member of the team must be actively engaged in supporting meaningful unit ministry.

3.1.2. Unit chaplains spend time with unit members in work centers, at official functions, and in formal and informal social functions. Personal interaction, counseling, Bible studies, study groups, and classes are significant parts of unit ministry. The most effective events often grow out of unit needs, either as the result of direct requests or organized needs assessment. Regularly scheduled “how-goes-it” meetings with the commander, first sergeant, and other key supervisors must be a part of this ministry.

3.2. Unit Area Offices. Unit chaplain/team offices will be located in unit work areas. Exceptions may be granted by the Wing Chaplain based on local mission requirements and coordinated with the Wing Commander. Those assigned to a unit work area office will not maintain an office in a chapel facility. Chaplain office space must include space suitable for privileged communication. If Chaplain Service Support Personnel (CSSP) are assigned to the unit office, additional administrative space and/or waiting/reception area is required. Maintaining offices in units is a highly effective way to conduct unit ministry. This makes the Chaplain Service team more accessible to the unit member, and makes the Chaplain Service team much more aware of the unit working environment.

3.3. Ministry Contracts will be negotiated with unit commanders/directors and will be key in enabling effective unit ministry. Ministry Contracts formalize the desires and expectations of a unit commander/director and the Chaplain Service team to meet unit needs. The commander/director and chaplain meet to determine the organization's needs and clarify/define the chaplain's role. The contract lists services the chaplain will provide for the unit and ways the unit will support the chaplain in that ministry. The contract will be renegotiated upon change of chaplain, commander/director, or whenever need for change becomes evident. A copy of the contracts will be given to the unit commander/director and the unit chaplain will maintain a copy. (See attachment 1 for a sample Unit Ministry Contract.)

3.4. Evaluation is the final step in providing effective unit ministry. In addition to any evaluation required or conducted by HQ USAF/HC or HQ AFMC/HC, Wing Chaplains should evaluate the effectiveness of unit ministry on the local level.

4. Critical Incident Ministry. Whether large or small, traumatic events are those times in life when people are most in need of and most receptive to Chaplain Service team ministry. A well written unit ministry contract will clarify the need for unit leadership to immediately contact the unit chaplain when a critical incident occurs. For the purposes of this manual, "critical incident" is understood to include crises that cause severe disruption of individual, family, or unit stability. A specific critical incident could be the result of homebase or deployed, peacetime or wartime activities. Critical incident ministry as dealt with in this manual may or may not result in or be a part of an official Critical Incident Stress Team (CIST) organization or deployment.

4.1. Immediate Response. When notified of a critical incident, proceed immediately to the area of greatest need. As soon as possible thereafter, the unit chaplain should coordinate with the unit commander and/or other unit leaders to develop a ministry strategy to deal with the specific incident.

4.2. Follow-up Pastoral Care is every bit as important as the initial response. After dealing with the initial impact(s) of the critical incident, the Chaplain Service team must maintain contact with affected individuals and with the unit to ensure that necessary pastoral care continues and is provided in a timely manner. Follow-up care might reasonably include group debriefing sessions, personal counseling, educational/training classes, and/or referrals to other professionals or helping agencies.

5. Deployed Unit Ministry.

5.1. Readiness. The Chaplain Service must provide a mission-ready force to support worldwide contingencies from war to humanitarian assistance.

5.2. Training. Readiness requires continual training as we access new personnel and hone the skills of experienced personnel. The USAF Chaplain Service Institute (CSI) may provide some initial and

refresher readiness training. Other training opportunities may be provided by HQ USAF/HC and HQ AFMC/HC. The Wing Chaplain is responsible to ensure all personnel are adequately prepared to provide ministry in any contingency. (See attachment 2 for listing of possible training topics.)

5.2.1. The Chapel Contingency Support Plan (CSP) gives direction, provides policy, information, and local procedures for chapel operations during contingencies. It is specifically intended to assist parish leaders in carrying on local chapel ministries when active duty personnel are deployed. The CSP is written locally and maintained by the Wing Chaplain. The CSP will be exercised annually.

5.3. Resourcing. Each Wing Chaplain must ensure that all Chaplain Service personnel have the appropriate equipment required to minister in a deployed setting. All chaplain personnel UTCs include provision for up to 70 lbs. of professional equipment. Ensure this extra weight allowance is listed on your deployment orders to facilitate loading this baggage on military aircraft and to ensure reimbursement of excess baggage charges on commercial aircraft. If going to a bare base, be prepared with a 30-day supply of essential items. If you are going to an established location, contact in-place personnel ahead of time to find out what extra items you might need to take. Effective planning is crucial to effective Chaplain Service team ministry.

RONALD H. KELLING, Ch, Col, USAF
Command Chaplain

Attachment 1

GLOSSARY OF REFERENCES AND TERMS

References

Air Force Publications

AFI 44-153, *Critical Incident Stress Management*

AFI 52-101, *Chaplain Service Responsibilities and Procedures*

Global Ministry: A Vision for the 21st Century

Terms

Chaplain Service Team—Chaplains and CSSP assigned to an installation

Attachment 2**SAMPLE - UNIT MINISTRY CONTRACT**

XX ABW/HC

The unit or directorate assigned Chaplain/Team contracts to:

1. Visit unit work areas at least monthly.
2. Be available to speak at commander's call, staff meetings, and special training sessions.
3. Be available to take part in official and unofficial unit gatherings, ceremonies, functions, parties, and social events.
4. Advise the commander and senior staff on matters affecting the morale, quality of life and spiritual welfare of unit members, and on ethical and moral issues affecting unit leadership and/or unit personnel.
5. Counsel unit members confidentially and refer them to other appropriate helping agencies as needed.
6. Act as a member of the unit staff in order to facilitate whatever processes need to occur to improve morale, quality of life, unit cohesiveness, commitment to excellence and integrity, spirituality, and any other matters the Chaplain Service team may be able to help with.
7. Respond immediately when contacted about emergency or urgent situations in the unit, or find other Chaplain Service team personnel who can respond.
8. Notify commander/senior staff when the assigned chaplain/team will be TDY or otherwise unavailable, and provide a contact number for Chaplain Service team personnel who will be available to work with the unit during his/her absence.

Unit Chaplain

Date

XXX UNIT (OR DIRECTORATE)

The unit commits to:

1. Welcome the chaplain/team during unit visitation.
2. Post posters provided by the Chaplain Service team on unit bulletin boards identifying the unit chaplain/team to unit members.
3. Create opportunities for the chaplain to address unit personnel on suitable occasions.
4. Invite the chaplain to participate in official and unofficial unit gatherings, ceremonies, functions, parties, and social events.
5. Consult the chaplain on matters affecting the morale, quality of life, and spiritual welfare of unit members, and on ethical and moral issues affecting unit leadership and/or unit personnel.
6. Refer unit members to the Chaplain Service team when appropriate.
7. Ensure military members have an opportunity to consult with the Chaplain Service team when requested.
8. Notify the Chaplain Service team immediately in the event any member or members of the unit are involved in traumatic incidents that might require Chaplain Service team ministry.

Unit Commander/Director

Date

Attachment 3**POSSIBLE TRAINING TOPICS FOR BASE/WING LEVEL CHAPLAIN SERVICE TEAMS**

This list of possible training topics is not meant to be directive nor all-inclusive in nature. It is merely a partial list of the many possible training topics your team might need or desire to enhance their effectiveness in Chaplain Service team ministry.

Action Officer items (After-action reports, Protocol, SSS, etc.)

Appropriated Funds (budgeting, IMPAC Card use & management, unfunded requests, etc.)

Army Unit Ministry Team (UMT) orientation

Buddy Care

Care & Feeding of Volunteers

Casualty Notification Procedures

Career Field Education and Training Plan (CFETP)

Chapel Control Center Operation (events log, etc.)

Chaplain Funds (purchase requests & PO's, budgeting, records/auditing, etc.)

Chemical/Biological Warfare Defense Training

Computer Use (LAN/Web/E-Mail orientation, word processing, presentation software, etc.)

Conscientious Objectors

Contingency Support Plans

Contracts/Statements of Work

Core Competencies and Core Processes of the USAF Chaplain Service

Core Values (Air Force, AF Chaplain Service)

Corrective Actions (LOC, LOR, Art. 15, etc.)

Counseling Tools (Prepare/Enrich, TJTA, Myers-Briggs, etc.)

Crisis Counseling

Critical Incident and Trauma Ministry

Disaster Response Procedures

Driver Training (Flight Line, Chemical ensemble)

Ethics

Explosive Ordnance Reconnaissance (EOR)

Faith Group Requirements/Accommodation

Fraternization Policy of the Air Force

Global Ministry Doctrine
Land Mobile Radio (LMR) use
Law of Armed Conflict (LOAC)
Military Funerals
Need Assessments (development, use, etc.)
OPRs/EPRs/Decorations
Performance Feedback
Pluralism
Privileged Communication/Confidentiality
Promotion Recommendation Form (PRF)
Providing Ministry in a Joint Environment
Publicity for Chapel Programs
Pubs/Forms
Religious/Cultural Briefings
Religious Education
Reserve Personnel Management & Utilization
Sexual Harassment
Staff Planning/Team building
Suicide Intervention
Supervision
Telephone Etiquette/Security
Unit Ministry Contracts
Unit Ministry Strategies and Techniques
War Plans Orientation (writing, understanding, implementing, etc.)
Worship, Liturgies & Rites (supporting, requirements, etc.)
Providing Religious Rites in a Deployed Setting